

Chapter 6 • Capacity Assessment Summary

DSHS INFORMATION TECHNOLOGY STRATEGIC PLAN SUMMARY

The DSHS Information Technology (IT) Strategic Plan provides a vision and direction for information technology at DSHS. It focuses the implementation of information technology on supporting DSHS strategic goals and the Priorities of Government (POG), while providing alignment between IT and business plans.

The vision of IT at DSHS is to *create a collaborative information technology environment that facilitates development of high-quality business solutions across DSHS, supports data-driven decisions, improves client outcomes, integrates partners and services, manages cost, reduces risk and strengthens accountability.*

DSHS is planning and implementing several strategic initiatives in support of the IT vision and strategic goals.

- **Enterprise Architecture (EA):** The EA program provides a framework for decision-making and a common language that can be used across DSHS. The framework includes principles, models, processes, policies and standards within the areas of data, business processes and technology. The framework provides a means to clearly identify those areas that are best suited for common definition or standardization. Completion of the various framework elements will be an ongoing effort with new activities undertaken as opportunities arise.
- **Common Client and Provider Data:** Service integration remains a significant business need and, as a result, remains a focus for IT. One proposed initiative would address creation of a client hub that addresses long standing common client identifier issues within the Department. A similar effort will address the issue of provider identifiers. Other initiatives will look to maximize sharing of information between systems.
- **Secure IT Infrastructure:** Growing and maintaining a secure, robust and modern technology infrastructure remains a priority for the department. Technologies that allow secure access to employees using a variety of access methods and access media will be studied and implemented as appropriate.
- **Effective Project Management:** Building on work done in prior fiscal years, the use of effective project management practices will be promoted at various levels of the department. Policies, standards and practices that support project management, portfolio management, IT acquisition and investments and related areas will be developed and maintained.

Overall, the DSHS IT Strategic Plan provides a high-level road map for implementing enterprise wide IT initiatives. These initiatives are aligned with and in support of DSHS programs' strategic directions and DSHS's mission to improve the quality of life for individuals and families in need.

DSHS WORKFORCE DEVELOPMENT PLAN SUMMARY

The DSHS Workforce Development Plan is intended to provide a comprehensive framework for developing both the organization as a system, and the employees who strive to carry out the organization's mission.

As part of the workforce development planning process, each administration is to develop a Succession Plan prior to the start of the biennium. Each plan should address strategies for enhancing leadership development, mentoring, training, recruitment and retention.

Performance measures and objectives will be developed from each of these key areas. Plans will be reviewed annually to ensure the key goals and objectives remain current and relevant to the needs of DSHS.

It is important for DSHS to encourage employee development and organizational development, even with budgetary constraints. These activities will ensure agency sustainability and capacity growth. Listed below are supporting services available to programs in their workforce development and succession planning efforts.

- Leadership Enrichment and Development Program
- DSHS Mentoring Program
- Training and Consulting Services
- Change Management
- Measurable Data on Employee Training and Retention

DSHS INSTITUTIONAL FACILITY PLAN SUMMARY

The Lands and Buildings Division is working to develop capacity to compete for omnibus preservation projects from \$7 million to \$20 million per biennium to reduce the institutional deferred maintenance backlog. Listed below are some highlights.

- The institutions operated by the Division of Developmental Disabilities require preservation of residential living units, program support facilities, and campus infrastructure systems if they are to continue providing residential services.
- Population fluctuations and the increasing number of youth with mental illness will define the type of capital improvements required at the institutions operated by the Juvenile Rehabilitation Administration.
- Changes in the delivery of mental health services and changes in legislation or court rulings will define the ever-changing population to be served in the mental health hospitals operated by the Mental Health Division.
- Facilities for the Special Commitment Center are estimated to be adequate until 2008. But there is an anticipated need for additional secure community transition facilities beyond that.

DSHS DIVERSITY PLAN SUMMARY

The intent of the DSHS Diversity Plan is to achieve desirable outcomes across seven specific areas of focus. These areas are client services, employee hiring/promotions, contracting, requests for proposals, community/stakeholder involvement, education/training, and sensitivity/awareness/celebration.

These specific focal points represent the areas of highest priority from which we will develop objectives and performance measures. The seven essential areas demonstrate the important value that the department places on diversity.

The Department's diversity plan is two-fold. First, each administration is required to provide their own diversity plan on how to improve the outcomes on the focal points described above. Administrations are required to submit the diversity plan every two years. A complete description of what is contained in a diversity plan is described in Appendix 5.

Second, an annual formal review of the progress we are making will be conducted throughout the six regions of the department. The Secretary of DSHS will attend each of the regional reviews. Assistant Secretaries will also attend and coordinate regional reviews so that department employees and community members may know that the value DSHS places on diversity is supported at the highest levels of the organization.

The reviews will examine our progress in hiring culturally competent and representative staff, equal opportunity contracting goal attainment, share "best practice" contracting methods, analyze trends/patterns across various client service systems, determine staff ethnicity/client ratios, and invite community participation. All of these approaches are aimed at improving client access and service outcome.

DSHS INDIAN POLICY PLAN SUMMARY

To assure quality and comprehensive DSHS service delivery to all American Indians and Alaska Natives in Washington State, the Office of Indian Policy and Support Services (IPSS) is responsible for coordinating efforts to address the collective needs of Tribal Governments and Recognized American Indian Organizations.

Administrative Policy 7.01 directs each administration of DSHS to work in consultation with the Federally Recognized Tribes and the Recognized American Indian Organizations in the development of a biennial service plan that is to be regional and headquarters specific.

The Federally Recognized Tribes (Tribes) exercises their sovereign Indian authority, and the Recognized American Indian Organizations (RAIO) exercises their rights as Indians and citizens of the state of Washington.

The Indian Policy Advisory Committee (IPAC) was established to guide the implementation of the Centennial Accord and Administrative Policy 7.01 (American Indian Policy). The IPAC does not circumvent the sovereign authority of Tribal Governments. IPSS continues to support IPAC in ongoing communications through its quarterly meetings.

The purpose of the Indian Policy Plan is to identify fiscal needs and/or possible administrative or legislative changes. Status reports are submitted in the middle of each biennium by each administration. This policy is currently under revision to address the need for enhancing the ongoing statewide efforts between the department and the Tribes and RAIO.

The Office of Indian Policy and Support Services will continue to address related issues through regular participation at the DSHS Cabinet meetings. In addition, there will be quarterly management meetings between IPSS and each administration, bi-monthly meetings with all department Tribal Liaisons, and semi-annual meeting with Indian Policy Advisory Committee and the Assistant Secretaries. Each Assistant Secretary will establish performance measures to monitor the progress of the work they will be doing with the Tribes of Washington State.



Paddlers in the 2003 Canoe Journey make their way to the Tulalip Tribe. Support from the Division of Alcohol and Substance Abuse helps to provide culturally appropriate prevention strategies, such as the year-long skill building, opportunities and positive recognition that Native youth receive while preparing for the Journey. (Photo by Doug North)